

NAVAIRWARCENACDIVINST 12410.3
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From: Commander, Naval Air Warfare Center Aircraft Division

Subj: EXECUTIVE, MANAGEMENT AND SUPERVISORY DEVELOPMENT
PROGRAMS

Ref: (a) 5 CFR 410
(b) OCPMINST 12412.1
(c) SECNAVINST 12410.24

Encl: (1) Civilian Leadership Development Continuum
(2) Supervisory Development Program Requirements
(3) Manager Development Program Requirements
(4) Executive Development Program Requirements
(5) Suggested Training Methodology for Supervisors, Managers, and Executives

1. Purpose. To provide policy and assign responsibility consistent with references (a) and (b) for the education, training, and development of executive, managerial, and supervisory personnel at the Naval Air Warfare Center Aircraft Division (NAVAIRWARCENACDIV).

2. Cancellation. NATCINST 12410.5B, NAPCINST 12411.1B, and enclosures (3) and (4) of NAECINST 12410.G.

3. Scope. This instruction applies to all civilian employees who occupy executive, management, and supervisory positions at NAVAIRWARCENACDIV. Employees temporarily appointed, promoted, or assigned to supervisory or managerial positions scheduled to exceed 120 calendar days are also covered under this instruction. Military personnel who supervise civilian employees are also covered under these guidelines. Personnel serviced for tenants are covered in their respective host-tenant agreements.

4. Policy. NAVAIRWARCENACDIV policy is to provide new and experienced supervisors with the skills necessary to direct and coach the activities of their employees. This will be accomplished by establishing and defining the elements of good supervision, by ensuring that the supervisor has a thorough understanding of these elements, and by providing training opportunities. The developmental program and procedures contained in this instruction are based on the skills established by the Department of Navy in reference (c). Enclosure (1) lists

skills which are necessary for the successful operation of supervisors, managers, and executives. Non-supervisory employees are encouraged to participate in supervisory training on a space-available basis.

5. Definitions

a. Supervisor - A position or employee that accomplishes work through the direction of other people. This person may assign work, approve leave, and recommends and decides performance standards and ratings.

b. Manager - A manager is someone who directs the work of an organizational unit, and is held accountable for the success of specific line or staff functions. This employee monitors and evaluates the progress of his/her group toward meeting goals, and makes adjustments in objectives, work plans, schedules and commitment of resources.

c. Executive - An executive includes those top managers who give attention to the overall direction of the enterprise, organizational goals, philosophy of management, policies, organizational climate, integration of multiple functions, and the impact of each on the total mission, and to community and interpersonal relationships.

6. Program Descriptions. The programs outlined in enclosures (2) through (5) address the development and training needs of all supervisors, managers, and executives.

7. Responsibilities

a. Human Resources Office (7.3) will administer and monitor the program as outlined in enclosures (2) through (5).

b. Executives will design career plans to meet their individual career goals for continued personal growth, coupled with the short-term and long-range needs of the organization.

c. Managers and supervisors will:

(1) Develop career plans in the form of Individual Development Plans (IDP) which will meet the individual and organizational needs. The IDP format is available on INFOLINK or in the Human Resources Office, Employee Development Division (7.3.3).

(2) Assist subordinates, newly appointed to supervisory positions, in developing plans to gain required knowledge and skills.

(3) Review subordinates' IDPs and certify the completion of all basic supervisory training requirements of the new supervisor.

d. Employee Development Division, Human Resources Office (7.3.3) will:

(1) Provide advice, guidance, and counseling as needed to ensure that the IDP is completed in a timely and appropriate manner.

(2) Provide training courses for both new and experienced supervisors which meet the competencies established in enclosure (1) and requirements set forth in reference (c). Course information and availability is available on INFOLINK and on the Internet at <http://WWW.NAWCAD.NAVY.MIL/NAWCAD/HRO>.

8. Review. The Head, Human Resources Department (7.3) shall review this instruction periodically to ensure that it is in compliance with regulations and that it meets with organizational requirements, and revise as needed.

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